

**The Enneagram**

The Enneagram is a “personality” system that helps to increase self-awareness and emotional intelligence, as well as, provide critical insights for personal and professional development. The Enneagram has 9 different types. Each type is motivated differently and has different ways of thinking, feeling, and acting. Each type has areas of strength, as well as, areas of development.

I have used various personality systems in both academic research and in consulting and have found this to be the most effective system to increase leaders’ emotional intelligence. The Enneagram community is continually deepening its understanding of the Enneagram including a Stanford Psychiatrist who is reviewing the Enneagram and its links to Neurobiology. http://drdaviddaniels.com/our-neurobiology/

Organizations from across the world and from various industries (including business, non-profits, schools, and healthcare) are using the Enneagram to improve the impact of their leaders and staff. It is a powerful tool for leadership development, managing conflict, and for improving communication with colleagues and customers, team effectiveness, decision making, and time-management.

For the session on December 3rd you will need to know your Enneagram type, or at least narrow it down to two possible types. The value of the Enneagram is not that you understand yourself or others as limited or trapped by your type, but that you understand more about yourself in such a way that supports your development. For this session we will be focusing on how the Enneagram impacts your leadership style.

There are a number of ways to identify your type. Please choose **at least** one of the following:

1. At the very minimum please read through the descriptions on pages 3 and 4 and identify the type that seems to describe you the best
2. Ginger Lapid-Bogda, PhD, has done tremendous work with the Enneagram in organizations all over the world. Her website has tools to help you to identify your type.

<http://theenneagraminbusiness.com/the-enneagram/find-your-enneagram-style/>

1. At this time, there isn’t an Enneagram online test that is rigorously valid and reliable. However, there are a few that can give you some indications of what your type MAY be. The link below is to a free test. Please only use it as an initial indication.

<http://www.enneagraminstitute.com/dis_sample_36.asp#.U8XAaPldWK8>

If you are interested in learning more about your type and how it may impact your leadership style, Mario Sikora has some brief, yet useful, youtube videos. Simply search for him on youtube.

Reflections on Enneagram Type and Working Style

Once you have identified your type, go to <http://theenneagraminbusiness.com/business-applications/>

and review the icons for communication, decision making, interactions, and leadership. You will see the strengths and challenges and development tips for each type if you scroll down towards the bottom of the pages. Please keep in mind that the challenges listed for your type may NOT be true for you. We all develop, and we can ‘outgrow’ our challenge areas. Review your type and answer the following questions.

1. How does your Enneagram type impact how you communicate (communication icon)?
2. How does your Enneagram type impact how you make decisions (decision making icon)?
3. How does your Enneagram type impact how you interact with others (interaction icon)?
4. How does your Enneagram type impact your leadership (leadership icon)?
5. What motivates and demotivates your type?

**The Enneagram Types**

**Type 1: The Idealist/The Good Person**

* Strengths: principled, high standards, policy focused, detailed, structured and organized, reliable, responsible
* Areas of potential development: critical, black and white, full of should’s, inflexible, lack spontaneity and tolerance, overextended
* Motivated by: being empowered to improve and reform. They need time and space to do things their way and focus on detail. Having control over how things are done. Being appreciated.
* Demotivated by: being rushed to complete a piece of work. Dealing with people who don’t work hard or are emotional. Disorganization.

**Type 2: Helper/Giver/The Loving Person**

* Strengths: Warm, caring, empathic, social, focus on others/group, generous, caretaking, excellent at client relations
* Areas of potential development: Not in touch with own needs, passive/aggressive, possessive, controlling, lacking boundaries, intrusive
* Motivated by: Working with others, making a difference to others, teamwork, being appreciated.
* Demotivated by: Lack of appreciation. Working in isolation. Conflict.

**Type 3: The Achiever/The Effective Person**

* Strengths: self-assured, charming, ambitious, competent, energetic, diplomatic
* Areas of potential development: status conscious, highly driven, workaholic, overly competitive
* Motivated by: Winning, recognition, achievement, competition, getting things done.
* Demotivated by: Lack of progress, failure, too much focus on emotions.

**Type 4: The Individualist/The Original Person**

* Strengths: emotionally honest, creative, and personal, self-aware, sensitive
* Areas of potential development: melancholy, dramatic, withholding, self-conscious, self-pity
* Motivated by: freedom and independence, the ability for self-expression, making a UNIQUE contribution
* Demotivated by: things not being authentic or deep, mundane tasks, being like everyone else

**Type 5: The Investigator/The Wise Person**

* Strengths: alert, curious, insightful, able to develop complex ideas, independent, innovative
* Areas of potential development: preoccupied with thoughts, detached from people/emotions, isolated
* Motivated by: knowledge, analyzing information, being an expert, developing complex ideas, time to think
* Demotivated by: too much emotion, people intruding on them, being forced to give an opinion without having time to think things through

**Type 6: The Loyalist/The Loyal Person**

* Strengths: reliable, hardworking, smart, trustworthy, good troubleshooters, courageous
* Areas of potential development: defensive, run on stress, fearful, and pessimistic
* Motivated by: commitment to a cause or higher ideal, security, working with other loyal people, troubleshooting, structure
* Demotivated by: authority that doesn’t act with integrity, ambiguity, anything perceived as threatening

**Type 7: The Enthusiast/The Joyful Person**

* Strengths: Optimistic, versatile, spontaneous, curious, fast learners, synthesize information
* Areas of potential development: difficult to make decisions, frenzied, impatient, overestimate competence, find it difficult to carry things to completion, overly positive
* Motivated by: endless opportunities, idea generation, the “big picture”, fun, flexibility, attention
* Demotivated by: detailed work, follow through, options being taken away

**Type 8: The Challenger/The Powerful Person**

* Strengths: strong, self-confident, and assertive. Fight for the underdog and for justice
* Areas of potential development: domineering, controlling, intimidating, confrontational, tempers
* Motivated by: control, power, the opportunity to protect and help others, truth, justice, things getting done
* Demotivated by: lack of control, any sign of weakness or vulnerability, need for diplomacy and politics

**Type 9: The Peacemaker/The Peaceful Person**

* Strengths: accepting, trusting, creative, and supportive, great mediators
* Areas of potential development: stubborn, passive-aggressive, follow other’s agendas, avoid conflict, voicing their true opinions
* Motivated by: harmony, good relationships
* Demotivated by: conflict